Minutes of the meeting of the Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System held Friday, March 23, 2012 at the hour of 7:30 A.M. at 1900 W. Polk Street, in the Second Floor Conference Room, Chicago, Illinois.

I.   **Attendance/Call to Order**

Chairman Lyne called the meeting to order at approximately 7:35 A.M.; however, a quorum was not present. The Committee continued to receive information until approximately 7:55 A.M.; at this time, a quorum was reached and the Committee began to consider the items presented.

Present: Chairman Sister Sheila Lyne and Directors David Carvalho and Jorge Ramirez (3)

                 Board Chairman Warren L. Batts (ex-officio) and Director Hon. Jerry Butler

Absent: Directors Quin R. Golden and Ruth M. Rothstein (2)

Additional attendees and/or presenters were:

Maureen O'Donnell – System Interim Chief Human   Ram Raju, MD, MBA, FACS, FACHE – Chief
   Resource Officer and Chief, Cook County Bureau   Executive Officer
   of Human Resources   Elizabeth Reidy – System General Counsel
Gladys Lopez – System Interim Director of Human   Deborah Santana – Secretary to the Board
   Resources   Carol Schneider – System Chief Operating Officer
Lisa Meador –Deputy Chief of Labor Relations, Cook
   County Bureau of Human Resources

II. **Public Speakers**

Chairman Lyne asked the Secretary to call upon the registered speakers.

The Secretary called upon the following registered public speakers:

1.   George Blakemore   Concerned Citizen
2.   Rochelle Lowe   Representative, National Nurses Organizing Committee (NNOC)

III. ****Report from System Human Resources Department** (Attachment #1)

A. **Report from Interim Director of Human Resources**

Gladys Lopez, System Interim Director of Human Resources, provided an update on the following subjects: Vacancy Approvals – Position Justification Improvements; CCHHS Vacancy Approval Process; and Position Justification Committee (PJC) Review and Recruiting Process. The Committee reviewed and discussed the information.

Director Carvalho inquired regarding the type of information or documentation that is communicated to the Position Justification Committee, in order to justify the filling of a position. For vacancies that are due to resignation or retirement, Ms. Lopez stated that the hiring manager completes the required paperwork and obtains leadership approval (from affiliate Chief Operating Officer); the hiring manager then forwards that documentation to the PJC, and the request is included in the PJC tracker. If it is for a vacancy for a newly-created position, the hiring manager goes through the same steps, with the additional step that senior leadership approval is required for that vacancy; that documentation then goes to the PJC, as well.

III. ****Report from System Human Resources Department**

    A. **Report from Interim Director of Human Resources (continued)**

The PJC meets every other week; at these meetings, all of the submitted requests are reviewed. The PJC assesses the information, based on organizational operational needs, and determines which positions will be submitted forward for recruiting purposes. Carol Schneider, System Chief Operating Officer, provided additional information. She stated that the PJC reviews how these positions that have received approval from the operating unit fit against the System's key priorities. For example, the System's key priorities are currently around billing, hiring, patient care and filling inpatient bed needs. The PJC takes those requests into consideration and looks at how many positions that can be filled at a given time, based on the Human Resources capacity.

Director Carvalho inquired regarding whose responsibility it is to draft the minimum qualifications for a position. Ms. Lopez responded that this is done at the County's Bureau of Human Resources; however, she indicated that the drafted minimum qualifications go back to the hiring manager for their review. She added that the minimum qualifications are based on the position's job description,which is drafted at the System.

Dr. Ram Raju, Chief Executive Officer, indicated that part of the problem is that the System does not have a job library. A job library would contain documentation, including job descriptions and minimum and preferred qualifications, for every type of position; he added that this would provide a level of uniformity and consistency.

Board Chairman Batts inquired regarding how long the hiring process takes, from the time the manager needs a position filled, to the time a person is in the position. Ms. Lopez responded that this timeframe has not yet been identified; however, she noted that currently, Human Resources is working on the filling of critical clinical positions and critical hires, as well as clean-up from some positions that were posted over the last few months. She noted that the Human Resources team is currently working on filling as many as one hundred to two hundred vacancies. Dr. Raju stated that management is trying to standardize as much as possible, and trying to make sure that everything is being done correctly.

Board Chairman Batts inquired regarding how many people have been hired as of December 1st. Ms. Lopez indicated that she did not have that information, but will provide it following the meeting.

IV. **Action Items**

    A. **Proposed collective bargaining agreement with the Cook County Pharmacy Association, Chicago Joint Board, Retail, Wholesale and Department Store Union, AFL-CIO-CLC Local 200 (RWDSU Local 200) representing the Health and Hospitals System Administrative Assistants IIIs and IVs**

        This item will be presented to the Board of Directors for consideration and approval on March 29, 2012.

    B. **Any items listed under Sections IV and V**

V. **Closed Session Items**

    A. **Proposed salary offers**
    B. **Discussion of personnel matters**
    C. **Update on labor negotiations**
    D. **Discussion of litigation matters**
    E. ****Report from System Human Resources Department**

V. Closed Session Items (continued)

Director Ramirez, seconded by Director Carvalho, moved to recess the regular session and convene into closed session, pursuant to the following exceptions to the Illinois Open Meetings Act: 5 ILCS 120/2(c)(**1**), which permits closed meetings for consideration of "the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity," 5 ILCS 120/2(c)(**2**), regarding "collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees," and 5 ILCS 120/2(c)(**11**), regarding "litigation, when an action against, affecting or on behalf of the particular body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting."

On the motion to recess the regular session and convene into closed session, a roll call was taken, the votes of yeas and nays being as follows:

Yeas: Chairman Lyne and Directors Carvalho and Ramirez (3)

Nays: None (0)

Absent: Directors Golden and Ramirez (2)

THE MOTION CARRIED UNANIMOUSLY and the Committee convened into closed session.

Chairman Lyne declared that the closed session was adjourned.   The Committee reconvened into regular session.

VI. Adjourn

As the agenda was exhausted, Chairman Lyne declared the meeting ADJOURNED.

Respectfully submitted,
Human Resources Committee of the
Board of Directors of the
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXX
Sister Sheila Lyne, Chairman

Attest:

XXXXXXXXXXXXXXXXXXXXXX
Deborah Santana, Secretary

ATTACHMENT #1

# Human Resources Committee Meeting

March 23, 2012

Vacancy Approvals

- Requirements were not always complied with

- Eliminated 5-page Position Justification Paperwork

- Identified and communicated to management what is required:

  1. Request to Hire

  2. Job Description

  3. Shakman Certification

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- Position Justification Improvements

    1. Vacancies due to resignation or retirement

        a. Hiring Manager completes required paperwork

        b. Hiring Manager obtains Affiliate Leadership / COO approval

        c. Hiring Manager forwards to Position Justification Committee (PJC) to include on the tracker

    2. Vacancies due to a newly created position

        a. Hiring Manager completes required paperwork

        b. Hiring Manager obtains Affiliate Leadership / COO approval

        c. Hiring Manager obtains appropriate C-Suite approval

        d. Hiring Manager forwards to PJC to include on the tracker

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CC-HHS

CCHHS VACANCY APPROVAL PROCESS

Hiring Manager Wants to Fill a Vacancy (Resignation, Retirement, etc.)

Request to Hire*

Job Description

Shakman Certification Form

Affiliate COO Approval

PJC Places the Position on the Tracker

Hiring Manager Wants to Fill a Vacancy (New Position)

Request to Hire*

Job Description

Shakman Certification Form

Affiliate COO Approval

System C-Suite Approval

PJC Places the Position on the Tracker
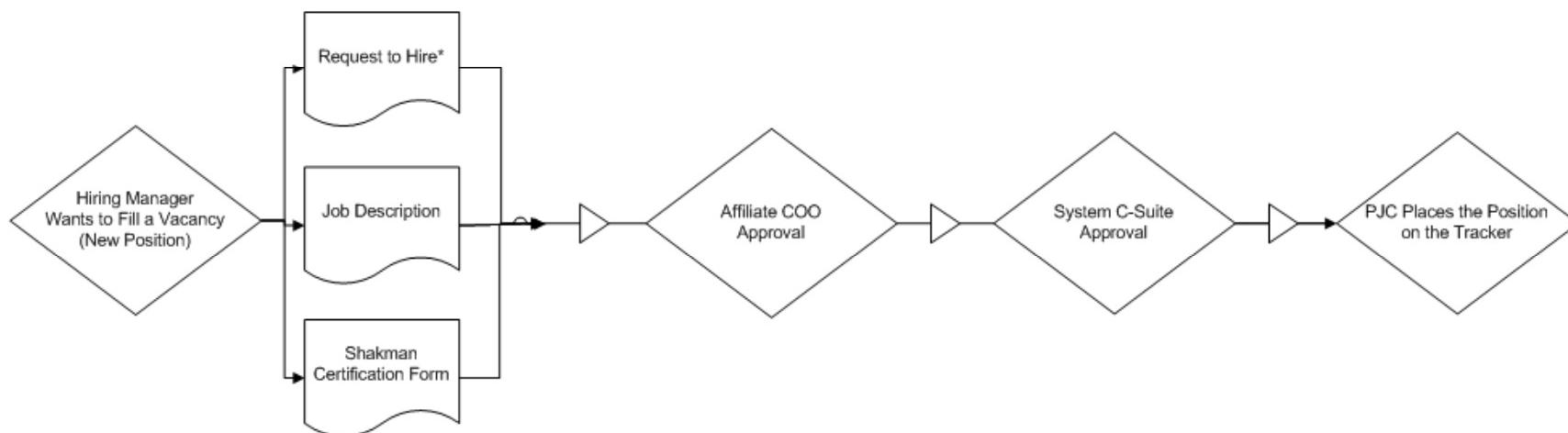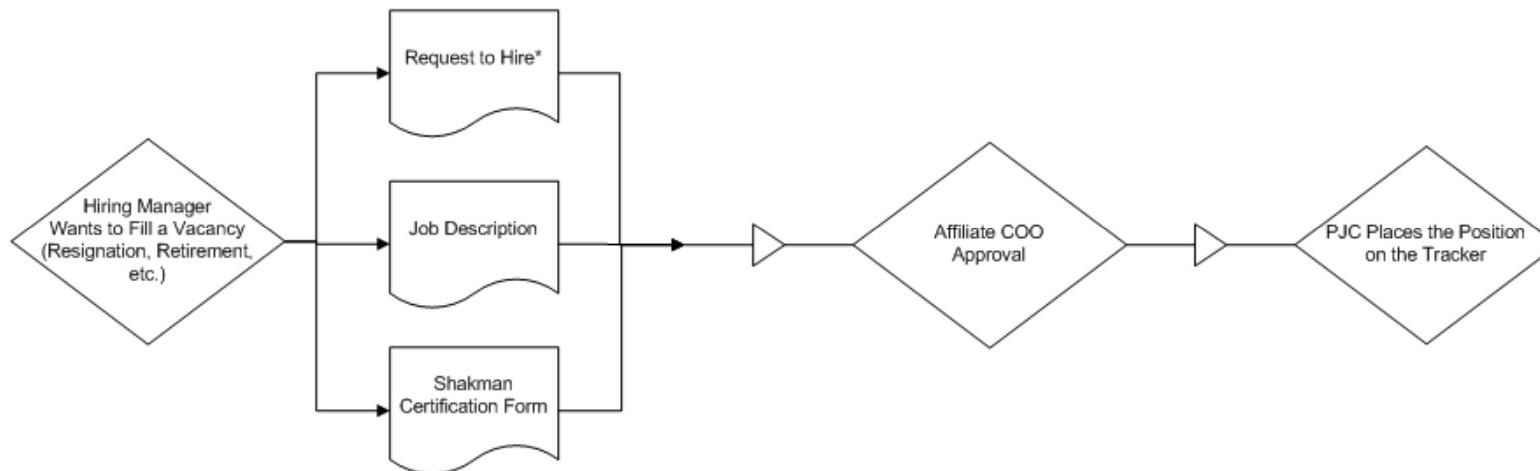
*Hiring Manager is responsible for working with Budget to ensure the position is funded in the BR and in FMIS.

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CC-HHS

PJC Review & Recruiting

- PJC reviews all approved vacancies
- PJC identifies critical positions
- The PJC-identified critical positions are submitted to HR to begin the recruiting process
- HR sends the Request to Hire packet (Request to Hire form, Job Description and Shakman Certification form) to County Bureau of HR for posting
- County Bureau of HR reviews the Request to Hire packet and creates a draft:
    1. Taleo Job Posting; and
    2. Minimum Qualification (MQ) questions and preferred Qualification (PQ) questions

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CC HHS

- Posting, MQs & PQs are sent to the Hiring Manager for review, editing and approval
- After the final and approved Posting, MQs and PQs are returned to the County Bureau of HR, the position is ready to be posted in Taleo
- County Bureau of HR posts the position in Taleo

- An up-to-date job description is critical to creating a valid posting in Taleo along with appropriate MQs and PQs
- We are building our Taleo library of Postings and corresponding MQs and PQs with each new posting

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PJC REVIEW AND RECRUITING PROCESS

PJC Reviews Vacancies & Identifies Critical Positions → Critical Hires Communicated to CCHHS HR → CCHHS forwards Request to Hire packet to CB HR → CB HR creates & sends to Hiring Manager Draft Documents → Taleo Posting / MQs & PQs → Hiring Manager Reviews, Edits & Approves → Position Posted in Taleo

* Request to Hire Form
* Job Description
* Shakman Certification Form

CCHHS